U.S. Army Materiel Command

Army Logistics Enterprise Integration

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ESSENTIAL IN PEACE, INDISPENSABLE IN WAR

Introduction

- **Purpose:** To provide an overview of the Army Logistics Enterprise Integration (LEI) initiative

To create a common understanding among the IPT to develop the environment for success in delivering this critical product

Agenda:

- Background and Focus
- The LEI Integration Plan
- Current Status
- Where are we?
  - Logistics Modernization Program (LMP)
  - Global Combat Support System-Army/Tactical (GCSS-A/T)
- Summary

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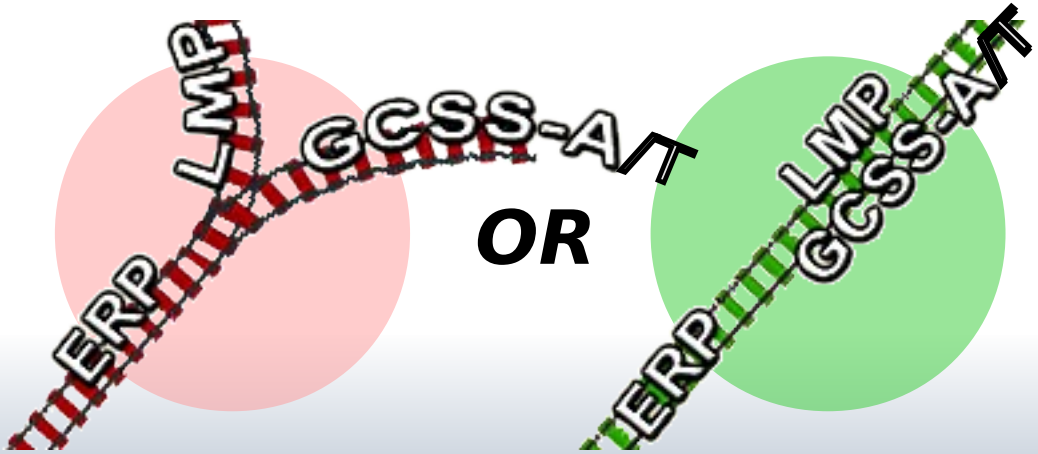
Background

- **Need for a single logistics integrator identified by VCSA, LTTF, and others…**
- **New role within the Army – required development of "foundational elements" from the "ground up"**
- **Mission undertaken starting with re-assignment of Program Director for SSF to AMC, mid-Jul 02**
- **Now at a critical juncture in the Army – today's decisions will set the log automation baseline for the Objective Force**



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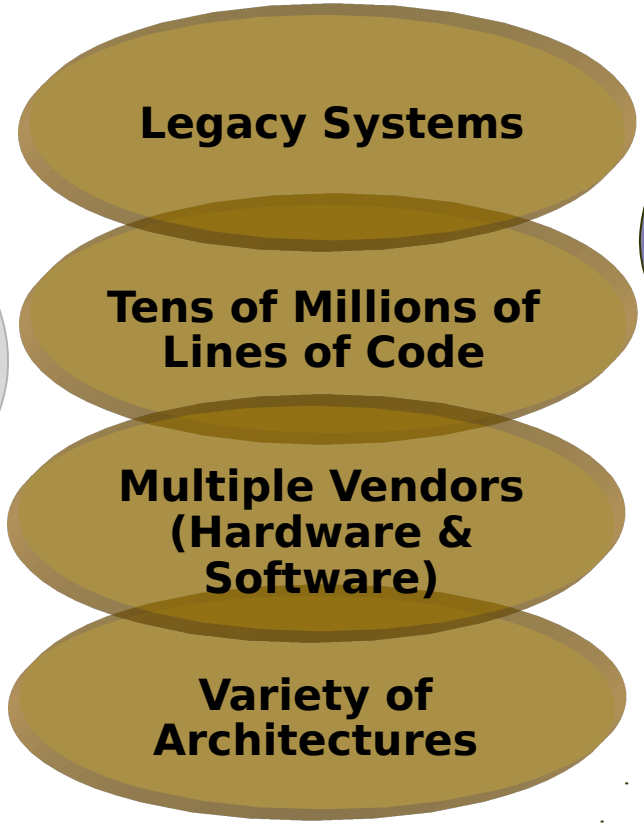
Current Environment

- Large number of organizations with decentralized business models
- Large set of "stovepiped" legacy systems not well integrated
- Heavily invested in several logistics systems modernization efforts that have not been formally integrated
- No common measure of performance for automated systems at an enterprise level



- No organization structure to support enterprise-wide collaboration
- Decentralized –disparate roles, processes & responsibilities leading to redundancies across the Army
- No "one Army" enterprise culture

Decentralized Environment – Separate Stovepipes & Views

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Integrating Army Logistics Automation

The Strategic Plan

We are here

SSF & National Maintenance

2001 - 2003

- SSF implementation
  - Installation 2000-2001
  - Tactical 2002-2003
- Integrated National Maintenance Maintenance decisions at the National and Installation level beginning 2001
- Development of Single Repair Standards to increase reliability of legacy systems

National Level Modernization

2003 - 2004

- Modernize National Level Logistics Automation via:
  - ERP/SAP
  - COTS Software & Contractor Sustainment
  - Legacy Retirement - CCSS, SDS

Landscape Architecture

Installation / Tactical Modernization

2005/6

- Modernize Installation & Tactical Level Logistics Automation with ERP Tools
- COTS Software
- Legacy Retirement

Continuous Upgrades

- Identify "Legacy Capabilities" & Develop Migration Strategies
  - Resource the Efforts
  - Synchronize Program Schedules
- Eliminate "Stovepipes"
- Legacy Retirement

SSF
NMM
LTTF
Doctrine
FMMP
FLE
Migration Strategies
AMC Internal
Army-Wide & Joint
ERP Throughout the Army Logistics Enterprise
High Level Architecture
BSM
LMP
GCSS-Army

Fully Integrated Logistics Enterprise Environment

BSM	Business System Modernization
CCSS	Commodity Command Standard System
COTS	Commercial off the Shelf Software
ERP	Enterprise Resource Planning
FLE	Future Logistics Enterprise
FMMP	Financial Management Modernization Program
GCSS-A	Global Combat Support System-Army
LMP	Logistics Modernization Program
LTTF	Logistics Transformation Task Force
NMM	National Maintenance Management
SDS	Standard Depot System
SSF	Single Stock Fund

Supply, Maintenance, Distribution, Finance, Contracting, Technic

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AMC Deputy G-3, Enterprise Integration

Missions:

- Manage Army functional logistics requirements
- Integrate these requirements into a seamless logistics enterprise to deliver a knowledge environment that builds, sustains, and generates warfighting capability through a common operating picture at all levels
- Ensure the enterprise is based upon collaborative planning/coordination, knowledge management and best business practices

Key Functions:

- Synchronize Army logistics automation processes, timelines and resources
- Integrate Army logistics modernization efforts through a collaborative, matrix environment with technical developers and functional requirements managers
- Establish a collaborative enterprise environment for accelerated logistics business process modernization
- Provide guidance/direction for full integration/interoperability of all logistics automation transformation initiatives
- Serve as change agent to drive logistics process change
- Facilitate efforts to obtain, defend, justify resources in support of logistics enterprise automation efforts

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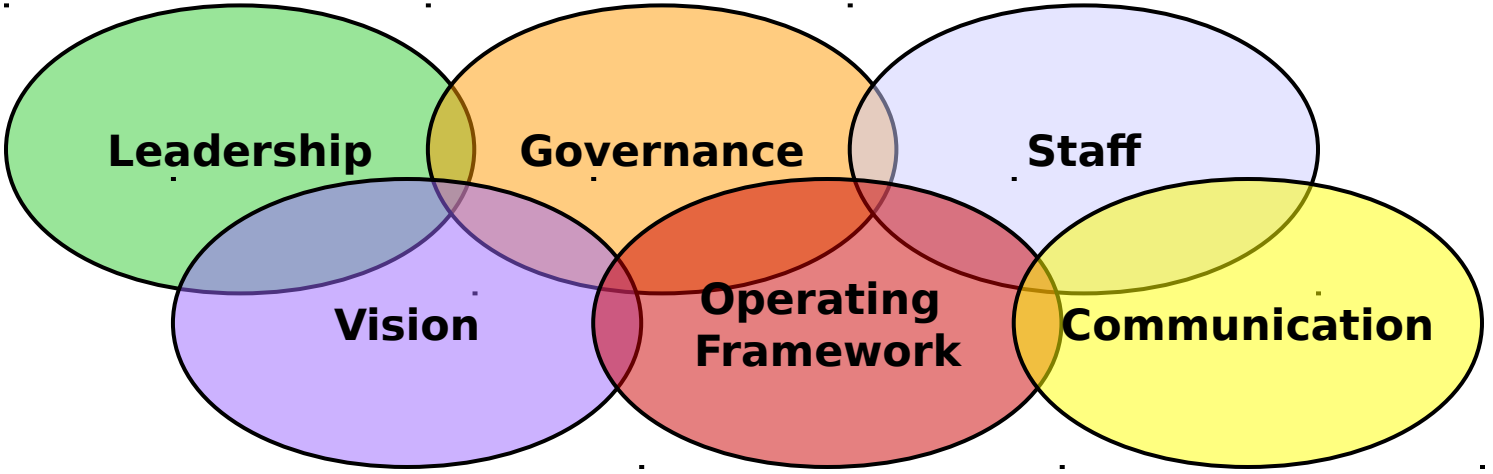
Building An Integrated Enterprise

Leadership	Governance	Core Staff	Vision	Operating Framework	Communication
An Integrator with Authority…	Authority to Make Decisions on Behalf/in Conjunction with Stakeholders	An Organization with the Right Staff	Architecture Vision & Goals with a Defined Operational & Systems Architecture	Management Procedures & Defined Working Approach	Mechanisms/ Forums that Communicate Progress--Work Issues



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LEI Strategic Objectives

Implementation of ERP throughout an Integrated Enterprise
Tear down existing walls/ stovepipes
Data integrity, information availability

- Implementation of a Integrated Enterprise Logistics system that:
  - Provides a common operating picture
  - Provides Commanders at all levels significantly improved capabilities to build combat power and manage readiness
  - Instills confidence through accuracy, reliability and connectivity
  - Supports Army Transformation deployment timelines
- Vertical and horizontal integration at all echelons of logistics operations
- Based on integrated business processes and rules
- Logistics chain management from the National level through the customer/consumer level

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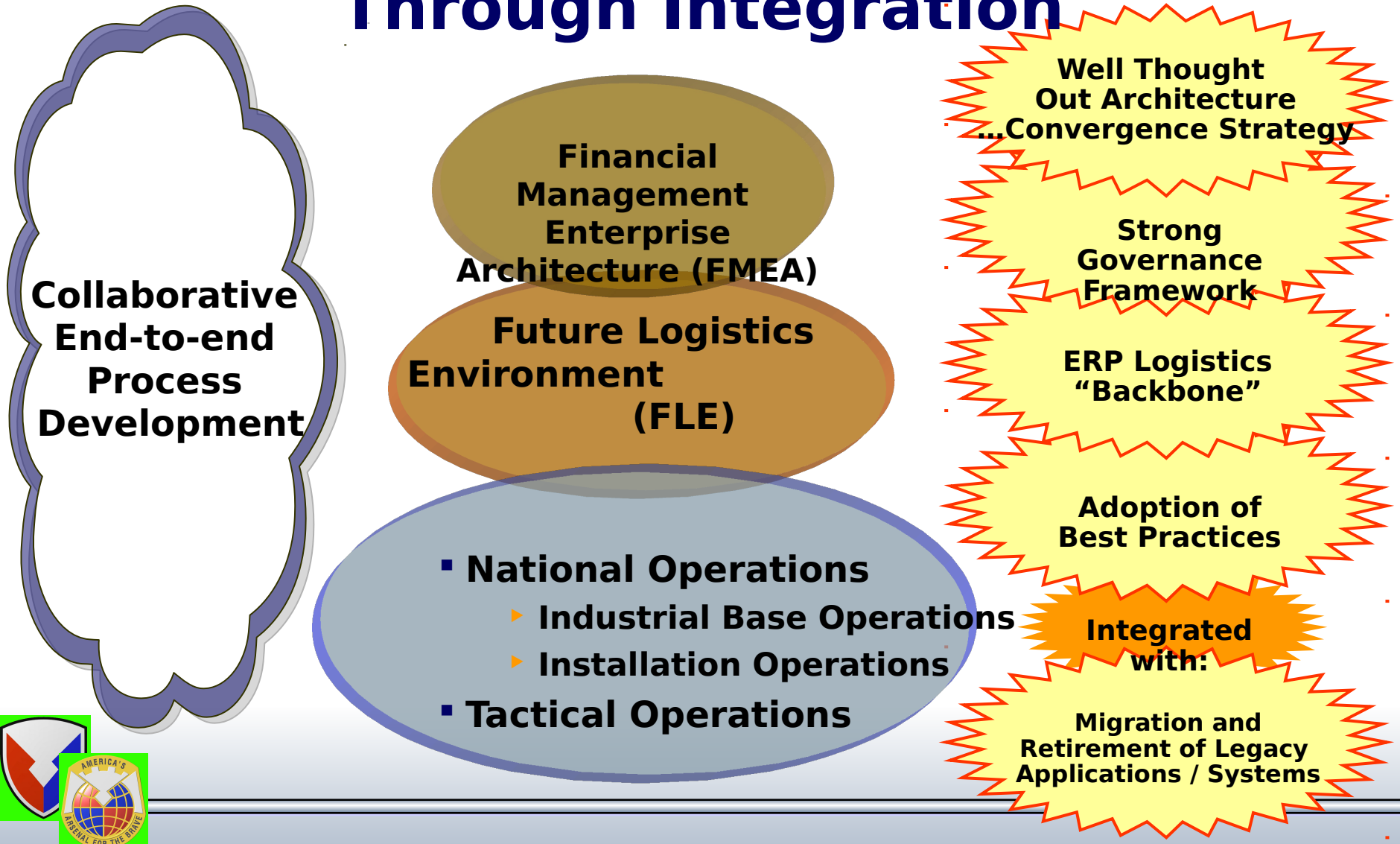
Transformation of Army Logistics Through Integration



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Functional Requirements Management

Critical to delivering a seamless enter

Supporting processes being worked now… CASCOM-LAISO

- All functional requirements will be reviewed and integ within the logistics enterprise
- CG AMC is the ***Lead Logistics Functional Integrator*** for the Army
- ***DALEI (Deputy for Army Logistics Enterprise Integration) Insures integration*** of all functional requirements using a logistics enterprise perspective and ***in collaboration with stakeholders***
- ***Basis*** for reengineering of the requirements process will be the implementation of ***Enterprise Resource Planning (ERP) software and best business practices***
- Will develop functionality needed to achieve Enterprise Integration, support Army Transformation, and provide continuous process improvement***….the DALEI will coordinate, approve and integrate***
- TRADOC continues to develop warfighting doctrine, CASCOM and DALEI to convert warfighting doctrine into best practices within ERP

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Enterprise Resource Planning (ERP)

ERP Focus:

- Takes an enterprise approach to ***integrate*** business processes
- Optimizes enterprise elements like supply, property, finance, Personnel mgmt, etc.
- Provides consistent information for timely decision-making & performance

ERP is:

- *Forced Reengineering*
- *Radical change for dramatic improvement*
- *Minimization of non-value tasks*

plemented through a unique ERP Project Lifecycle

- **Web-based with a robust telecommunications infrastructure**
- **Software built; tested and operational at thousands of sites**
- **Business processes adapted to the selected ERP solution - no custom code**
- **An integrated solution that includes hundreds of functional solution sets**
- **Policies, doctrine, & processes reviewed in detail during Project Preparation**
- **Single database with data warehouse**

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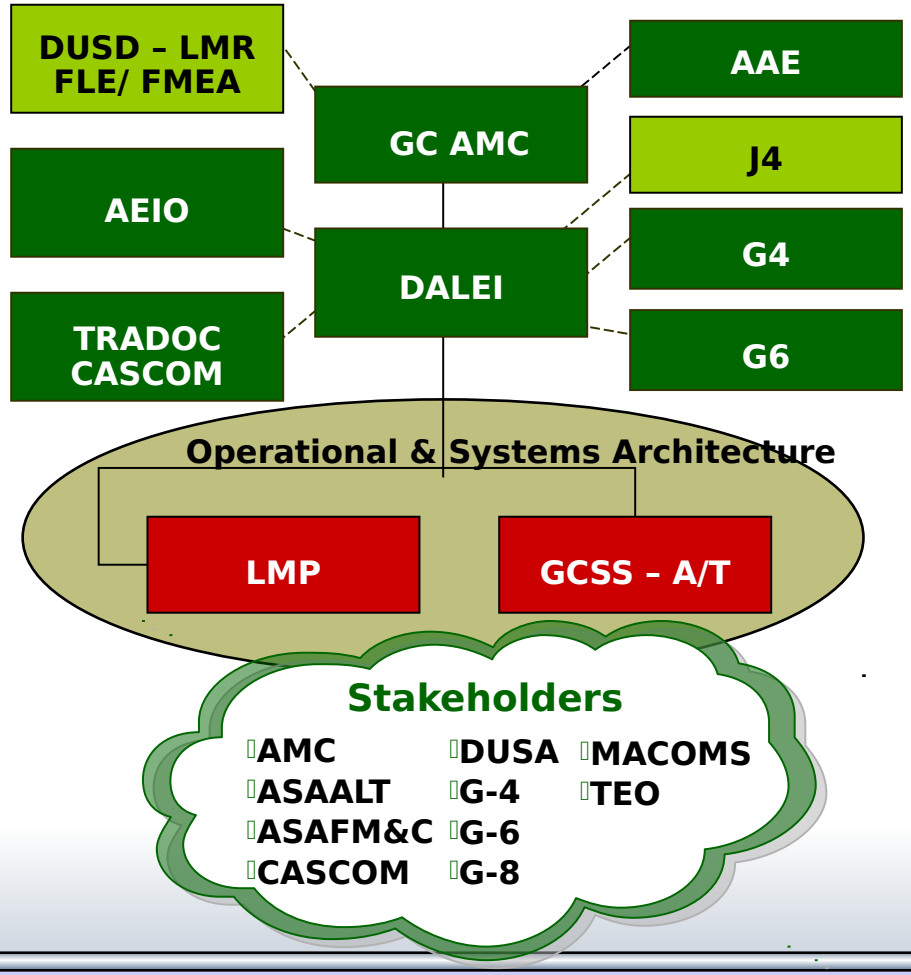
Governance Framework

Structure

- **Decision Body – Executive Steering Committee**
  - Make decisions
  - Provide strategic direction (guidance)
  - Provide resources
- **Advising Body – Advisory Board**
  - Provide change management advice
  - Provide integration, architecture and synchronization advice
- **Working Group – Functional Resolution/Coordination**
  - Focused on Enterprise Integration
  - Resolve disputes/issues at lowest level

Relationships



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Logistics Modernization Program (LMP)

LMP is the Business Process Reengineering (BPR) and modernization of two of the Army's largest logistics systems, the Commodity Command Standard System (CCSS) and the Standard Depot System (SDS)

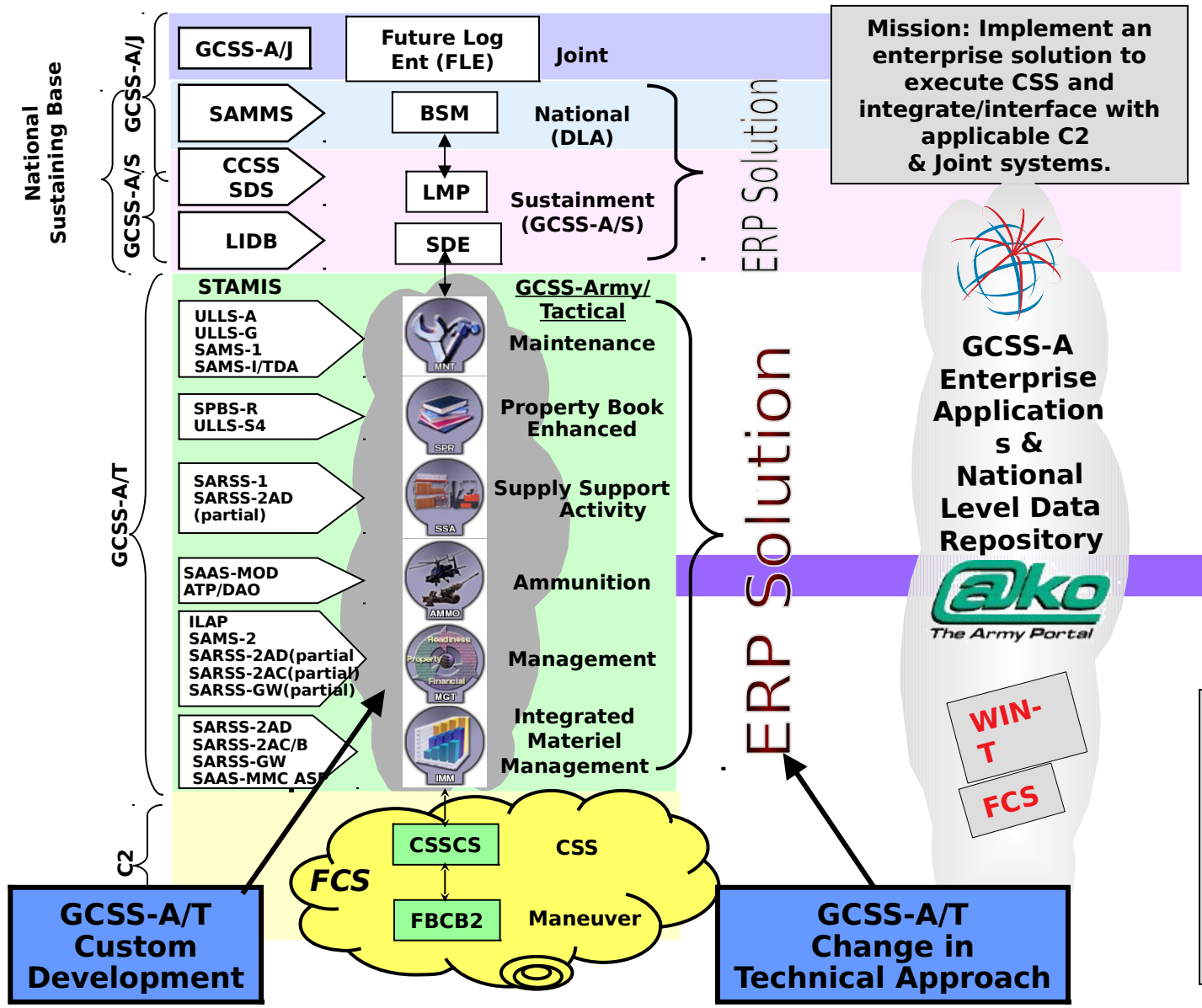
- **WHY: CCSS and SDS are outdated, costly, inflexible and unresponsive; unable to meet the logistics requirements of today's Army**
- **GOAL: Modernize Army National logistics business practices and supporting information technology to meet current and future military readiness requirements**
- **FOCUS:**
  - ***Enhance Readiness***
  - **Adopt Best Commercial Business Practices initially and continuously**
  - **First perform BPR, then Information Technology**
  - **Synchronize with Global Combat Support System-Army/Tactical**

LMP STATUS

- Development close to 100% completion - - personnel focused on testing, training, quality checks and data validation
- Testing completed 45 Days Prior to Go-live (versus 15 Days) permits capability to:
  - Work off any remaining problem trouble reports
  - Optimize system performance
  - Conduct quality reviews/regression testing
  - Maximize personnel training

First deployment targeted for end of May 2003!

GCSS-Army ... The Enterprise



Guiding Principles

- Enable CS/CSS Transformation
- Support the Objective Force
- Enterprise-wide integration
- Web based (DRID 54)
- Employ Industry Best Practices
- Employ COTS Software
- Enable Distribution Based Log
- Integrate CSS & C2
- Drive CSS Re-engineering
- Avoid custom techniques & code

Web Browser Access

Any Box
Any Authorized User…
……..One Picture for about
135,000 users

Warfighter Support

- Enterprise system as the backbone of Army logistics.
- Deliver effective CSS where and when needed.
- Complete asset visibility and financial management
- Soldier Friendly
- Simplified Training
- INFOSEC

Sustainment Common Operating Picture

PLATFORM & SOLDIER SENSORS

PLATFORM & SOLDIER SENSORS

PLATFORM & SOLDIER SENSORS

PLATFORM & SOLDIER SENSORS

EDAP

Automated Log Books

Prognostics & Diagnostics

AIT

Unit Level

Log Info Fusion

DISTRIBUTION EXECUTION

ANTICIPATORY LOGISTICS

MISSIONS TASKS TO SUBORDINATE UNITS

Leaders & Soldiers

Systems & Processes

Organizations & Staffs

ITV / GLOBAL ASSET VISIBILITY

We will have…

- **A Common Operational Picture**
- **Data to accurately predict failure**
- **Visibility of selected vehicles & platforms**
- **Total ITV & the ability to dynamically re-route**
- **Visibility of all supplies, horizontally & vertically**
- **Ability to know about requirements before the warfighter**

DISTRIBUTION EXECUTION

DEPLOYMENT EXECUTION

NATIONAL / OPERATIONAL PROVIDERS (HS/ALC/DLA)

How Enterprise Integration Fits Into Army Transformation

Army Logistics Enterprise Integration – Executive Steering Committee
(AMC CG Chairs)

Army Logistics Enterprise Integration – Enterprise Integration Advisory Board
(AMC Chair)

Army Logistics Enterprise Integration Control Working Group
(AMC Chair)

DALEI

Process Change Agents

Logistics Transformation Executives

- Log Information Systems (AMC)
- Distribution System (MTMC)
- Architecture-Doctrine (CASCOM)
- Objective Force (CASCOM)
- Interim Force (CASCOM)
- Legacy Force (AMC)

User Community (FORSCOM)
MG Mongeon

- Supply (SM)
- Maintenance (SM)
- Movement (FP)
- Requirements to Solutions (G-3/G-8)
- Resourcing (DP)
- Life Cycle Management (ASA(ALT))
- Medical (OTSG)

ATO

Logistics Board of Directors
(G-4 Chair)
AMC Member

Army Transformation Executive Council
(G-4 Chair)
G-3/DALEI Members

Logistics Transformation Working Group
(G-4 Chair)
DALEI/Deputy G-3 Future Members

What This Means to You

- The LOG Info System product is a critical component of the Army functional logistics modernization
- Logistics Enterprise Integration will mean a more complete, accurate view of our business area
- It requires the Army to give up its locally optimized stovepipes to gain this corporately optimized view
- It will require the Army to evaluate future automation investments against the architecture
- You can impact Logistics Integration by
  - ***Embracing Change***
  - ***Participating and helping to get through the "growing pains"…***
- We are on the way!
  - SSF – NOW!
  - LMP – Within 90 Days!
  - Field Army approximately 3 years to IOC

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Summary

- Logistics Enterprise Integration implementation is on critical path to successful Army Transformation
- Army Logistics Enterprise supports OSD Future Logistics Enterprise will comply with Financial Management Enterprise Architecture
- AMC lead to functionally integrate and provide "seamless" logistics system
- Critical components of Enterprise Resource Planning (ERP) software (LMP and GCSS-A/T) implementation
  - Adoption of best business practices (change the Army not the software)
  - Standardization of business processes and centralized data environment across the Army (one Army logistics information view)
  - Requires strong centralized management/governance process
  - Architecture almost complete (keystone for integrated processes)

- Army ERP implementation one of most complex in ERP history
- Disciplined approach a must!

Log Enterprise Architecture coupled with governance procedures will take us to an integrated future environment

End-to-end ERP will be in place prior to 1st UA FUE

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